MANITOBA LIQUOR CONTROL COMMISSION

62nd ANNUAL REPORT

FOR THE FISCAL YEAR APRIL 1, 1984 TO MARCH 31, 1985

86-0694/

LIQUOR CONTROL COMMISSION
OPERATIONAL PHILOSOPHY

The Manitoba Liquor Control Commission is responsible for the purchase, sale and control of beverage alcohol in the province. It is committed to a socially responsible and businesslike approach in its external and internal dealings. As a government agency, the Commission is sensitive to the needs of all Manitobans. Essentially the Commission functions as an effective retailer of regulated products, always combining business effectiveness with a strong awareness of social responsibility.

As a consumer oriented organization, the Commission recognizes the need for cordial relations with consumers. This is achieved through the medium of well informed, helpful and courteous employees. Commission personnel are provided with optional training programs to improve their product knowledge aided by internal recognition programs and service awards. This ongoing process ensures a positive staff-customer relationship. It also provides for continuing development of the Commission's commitment to the communities it serves.

The Commission strives to support the efforts of the hospitality industry with a realistic enforcement of rules and regulations. It also takes an enlightened approach to innovative ideas.

Keeping the public well informed on all matters of interest including those matters required by law is an integral part of the Commission's approach to serving the citizens of Manitoba.

TABLE OF CONTENTS

	Page
LETTER OF TRANSMITTAL	3
GENERAL MANAGER'S REPORT	4
PERSONNEL	6
RETAIL OPERATIONS	7
PURCHASING AND DISTRIBUTION	8
LICENCES AND PERMITS, LICENSING BOARD	10
INSPECTION AND CONTROL	15
INTERNAL AUDIT AND SECURITY	18
FINANCE, INFORMATION AND CHARTS	18
AUDITOR'S REPORT AND FINANCIAL STATEMENTS	23
APPENDICES	31
ORGANIZATION CHART	34

LIQUOR CONTROL COMMISSION

(As at March 31, 1985)

THE HONOURABLE ROLAND PENNER, Q.C.

Attorney-General

Minister Responsible for Administration of
The Liquor Control Act

BOARD OF COMMISSIONERS

Chairman ..... A. Chisvin, C.A.

Vice-Chairman ..... A. F. Matthews, Q.C.

Commissioner ..... W. Bohonos

Commissioner ..... J. Parkin

Commissioner ..... D. Torbiak

LICENSING BOARD

Chairman ..... R. Eamer

Member ..... E. Blais

Member ..... K. Grant

Member ..... R. Pear

Member ..... I. Wiebe

Corporate Secretary ..... I. A. Hamilton

EXECUTIVE OFFICERS

General Manager & Chief Executive Officer ..... Wm. E. Emerson

Assistant General Manager, Purchasing & Distribution ..... D. V. Lussier

Assistant General Manager, Finance & Administration ..... A. B. Ahoff

Director of Personnel ..... H. W. Ferguson

Director, Licences & Permits ..... A. T. Jackson

Director, Retail Operations ..... F. J. Johnston

Chief Inspector ..... R. J. Brooker

Head Office and Warehouse

1555 Buffalo Place, Fort Garry

Postal Address—P.O. Box 1023, Winnipeg, Manitoba R3C 2X1

THE LIQUOR CONTROL COMMISSION ANNUAL REPORT

LETTER OF TRANSMITTAL

The Honourable Roland Penner, Q.C.,
Attorney-General, Province of Manitoba,
Legislative Building,
Winnipeg, Manitoba R3C OV8

Dear Sir:

I have the honour to transmit herewith the Sixty-Second Annual Report of The Liquor Control Commission, covering the fiscal year ended March 31, 1985.

Respectfully submitted,

A. Chisvin, C.A.
Chairman

July 31, 1985

THE LIQUOR CONTROL COMMISSION ANNUAL REPORT

Mr. Allan Chisvin, C.A.,
Chairman,
The Liquor Control Commission,
1555 Buffalo Place,
Winnipeg, Manitoba

Dear Sir:

I take pleasure in providing the Sixty-Second Annual Report of The Liquor Control Commission, covering the fiscal year ended March 31, 1985.

During the year, sales through Commission stores and to liquor vendors and licensees amounted to $326,817,174, an increase of 7.5% over the previous year. Our sales increase came about primarily from sales to licensees. There was a small increase in sales through liquor stores and liquor vendors. After inclusion of other income and deduction of operating and other expenses, net profit paid to the Minister of Finance rose 6.1% from $128,102,607 in fiscal 1984 to $135,971,515 in fiscal 1985.

The significant downtrend in spirits sales experienced over the past three years abated significantly with a decline of only 1.8% in volume compared to a decline of 11.3% in the previous year. Wine sales volume was up 2.5% while beer continued its healthy growth with volume increasing 4.8% following a 5.6% increase in fiscal 1984.

Innovative marketing effort by the brewers included the introduction of new packages, such as 473 ml cans, twist tops and an expanded emphasis on tall private mold bottles.

Two Commission liquor stores, Northgate Shopping Centre and 107 Niakwa Road in Winnipeg, were revamped during the year. As well, outdated conventional liquor stores in Souris and Russell were relocated to attractive new premises and converted to self-serve.

During the year, significant amendments to The Liquor Control Act were passed by the Legislature. Notably, the requirement that the Public Utilities Board approve the wholesale price of beer to the brewers was repealed. The price negotiated between the brewers and the Commission is now final. As well, The Act was amended to allow a brewery to be licensed within licensed premises (allowing the licensee to brew his or her own beer for sale and consumption within those premises). The supper hour closing which required beverage room and beer parlour licensees to close between 6:30 p.m. and 7:30 p.m. was deleted.

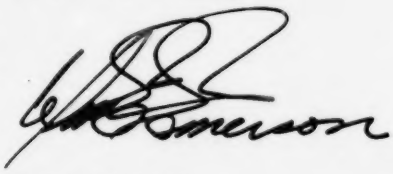
A full-time training officer was hired to provide the specialized training requirements of Commission employees.

During the year, 13 employees retired and 8 received long-term service awards. The valuable contribution made by these and by all Commission employees throughout the year is gratefully acknowledged.

The Commission also wishes to acknowledge the valuable assistance of the R.C.M.P., the City of Winnipeg Police and all rural Police forces and departments of Government in ensuring compliance with The Liquor Control Act, its regulations and Commission policies.

Operational highlights, the Auditor's Report, and the Commission's audited financial statements for the year with appropriate comparisons are provided in the following sections of this report.

Respectfully submitted,



Wm. E. Emerson,
General Manager and
Chief Executive Officer
July 31, 1985

The number of members of the Board of Commissioners, the Licensing Board and permanent employees of the Commission at March 31, 1985, compared with 1984 was as follows:

	1984	1985
Members of the Board of Commissioners	5	5
Members of the Licensing Board	5	5
Executive Officers	6	7
Head Office	81	83
Chief Inspector's Division	23	24
Warehouse	37	39
Maintenance & Carpentry	13	15
Liquor Stores & Order Office	252	243
	422	421

Labour Relations

A new collective agreement with the Manitoba Government Employees' Association was signed on July 27, 1984. The agreement covers the period from April 1, 1984 to March 31, 1985.

Training & Development

There was continued emphasis on in-house training utilizing multi-media training materials. This facilitates convenient training of large numbers of employees.

To meet the challenges of the future, the Commission hired a full-time Training Officer to provide for the specialized training requirements of Commission employees.

A new format was established for this year's store managers' seminars. Rather than holding meetings in various locations, one Winnipeg seminar brought all store managers together simultaneously. The seminar was particularly successful in creating greater interaction amongst the managers.

Health & Safety

A First Aid Room was constructed at Head Office. Eleven employees have received both Emergency First Aid training and C.P.R. training enabling them to provide emergency care to our employees.

Retirement & Long Service

Eighty-five individuals attended a festive dinner honouring thirteen retired employees and eight employees who reached long service milestones during the year. Presentations in recognition of the many years of valued service were made to the retired employees. Long service awards were given to the four employees celebrating 30 years of service and the four employees celebrating 25 years of service. This annual event was thoroughly enjoyed by the honoured guests and their families.

In fiscal 1985 total sales of liquor to the public and licensees rose 7.5% from $303,939,371 to $326,817,174. Licensee sector sales experienced the largest increase of 13.6% from $136,426,999 to $155,005,861. Sales through Commission liquor stores and privately owned and operated liquor vendors increased 2.6% over the previous year from $167,512,372 to $171,811,313.

Liquor Stores

At year end there were 49 liquor stores, 42 self-serve and 7 conventional (over the counter) stores (Appendix I). Dollar sales through Commission stores totalled $143,981,238, a 2.3% increase over the previous year.

Liquor Vendors

At March 31, 1985 there were 168 privately-owned businesses (liquor vendors) authorized to retail liquor in rural Manitoba (Appendix II). Sales by this group accounted for 9.2% of Commission sales.

During the year, four liquor vendors were closed, four new ones established and eighteen changed ownership. Along with the four new liquor vendors which opened as self-serve operations, an additional four liquor vendors converted their operations to self- serve bringing the total number of self-serve liquor vendors to 68.

Many liquor vendors participated in the wine festivals of France and Canada and made available to their customers the specially priced wines featured in these events.

Store Development

The Commission continued its commitment to Manitoba residents and tourists to provide attractive, efficient and comfortable surroundings in which to browse and purchase liquor. This ongoing commitment is facilitated through a five year plan. Annually, each store is considered for renovation, relocation or conversion to self-serve.

During fiscal 1985, major renovations were completed in two Winnipeg stores; the Northgate Shopping Centre and 107 Niakwa Road. The renovated liquor marts include a fully carpeted sales area and feature modern wire fixtures and gravity flow beer racks offering easy product identification and customer access. All renovated stores are accented throughout with cedar.

In rural Manitoba the Commission converted conventional stores in Souris and Russell to self-serve operations. These stores were relocated to attractive new premises developed by local contractors. In Souris the number of listings of wines, spirits, imported and domestic beer was expanded from 350 to 400 while the Russell store's listings increased to 660 from 400. This provided customers with a much greater product range from which to choose.

Merchandising

During the year, several innovative merchandising activities designed to provide increased customer product knowledge took place within our retail stores.

A "Wines of France" festival was held from May 18 to June 2, 1984. Another in a series of "Country" events, it saw many specially priced imported French wines highlighted in eye-catching displays.

Light wines (still table wines with 7% alcohol by volume) were featured during the month of June as "Summer de-Lights".

"Wines-in-a-box" took centre stage during the month of July as all wines encased in the handy space-saver package were featured in liquor stores. Over 15% of Canadian table wine sales are now derived from the "Wines-in-a-box"!

The third annual Canadian Wine Festival was held from October 12 to October 27, 1984. Twenty-seven wines were featured, of which 17 were at 20% off the regular selling price. Once again, customer response was excellent.

The annual "Beaujolais Nouveau" presentation in November 1984, witnessed nearly 20,000 bottles of this fresh, young, red wine purchased by Manitobans in only two days.

Miniatures (50 ml) were introduced in all Commission stores in the fall of the year. The 48 brands displayed accounted for the sale of over 1.3 million miniatures.

The Christmas season received merchandising emphasis. A selection of attractive gift items were displayed for sale in all liquor stores and liquor vendors. The Christmas atmosphere was provided by festive signs, Christmas trees and other decorative items.

PURCHASING & DISTRIBUTION

Sales

The rapid three year decline in spirits sales abated significantly during the year with spirits dropping only 1.8% in volume compared to a double digit drop of 11.3% in the previous fiscal year. Wine sales volume was up 2.5% compared to a 5.5% drop the previous year while beer continued its healthy growth, with volume increasing another 4.8% after the 5.6% increase of fiscal 1984.

In contrast to the previous year in which consumers shifted strongly to low priced spirits, this year the movement was towards premium priced products, particularly in whisky, with sales up 15.5% over the previous year. Good growth was also realized in the liqueur and brandy market, increasing 13.1% and 5.9% respectively. Larger sizes of spirits also showed growth with the 1.75 litre and 1.14 litre gaining share of market, while traditional bottle and half bottle sizes lost share.

In the wine market, white wines led by products from France, Austria, Spain and Canada continued to out-perform the market, increasing 8.4% while the aggregate wine market was up 2.5%. Fortified wines increased 2.4%. Red wines declined marginally by .8% while champagne and sparkling wines declined 9.8%.

Domestic beer sales in Manitoba grew 5.2% compared to national growth of .5% in fiscal 1985. This increase reflected a high level of innovation and competition in the market, including new package introductions (twist tops, expanded emphasis on tall special mold bottles) and the establishment of price ranges for beer (economy, popular and premium).

Reflecting changing consumer tastes, the market moved towards the consumption of "light" beers and wines. In the previous year, light beers accounted for only 6.7% share of market whereas in fiscal 1985 they moved to a 10.9% share of market. Light wines previously held only a .9% share of market and moved to a 2.7% share of market in fiscal 1985.

Consistent with this trend to "light", a new product category, "Coolers", entered the market. This low alcohol refreshment beverage, made by blending wine, sparkling mineral water and fruit juices, held a .7% share of the wine market by year end.

In a continuing effort to inform customers about Commission product offerings, a bilingual price list was issued in May and again in November. The annual Affordable Wine Book was also issued in November.

Products

The total number of products and packages listed by the Commission at the end of fiscal 1985 was 1,441, an increase of 41 over the previous fiscal year. Responding to shifting consumer tastes, 204 new products were listed during the year, while 163 were withdrawn. Introductory offers on newly listed wines and liqueurs continued to be popular with consumers.

The External Taste Panel, made up of knowledgeable oenophiles from outside the Commission, actively participated in judging existing listings and proposed new listings. Tastings included Beaujolais Nouveau submissions, Australian wines, Canadian wine specialties and a number of premium products.

As part of the continuing commitment to the sale of quality products, an internal taste panel made up of Commission employees was established to assist in quality evaluation. All panel members successfully completed one or more recognized product training courses. Peter Adams, the Commission's wine consultant provided valuable input and guidance in the organization and training of members.

Prices to Consumers

On May 1, 1984, 40% of imported spirits increased in price between 5¢ and $1.00 per bottle. The remaining 60% of imported spirits remained unchanged or decreased 5¢ to 50¢ per bottle.

Domestic spirits remained unchanged. Concurrently, approximately 60% of Canadian wines were increased in price 10¢ to 50¢ per bottle, while the rest remained unchanged or reduced slightly. Many imported wines from France, Germany and Austria were decreased in price 5¢ to 50¢ per bottle, while wines from Italy were generally increased 5¢ to 50¢ per bottle. These retail price changes reflected supplier price changes as well as minor adjustments in freight and currency rates.

Retail prices on the majority of alcoholic beverages were also increased on October 1, 1984. The increases were a result of supplier price changes, an increase in the indexed federal excise tax, an increase in the federal sales tax rate and minor adjustments to currency and freight rates.

Most major domestic distillers absorbed the increased federal taxes on popular priced domestic spirits. As a result, the retail price of domestic whisky did not increase. Vodkas, gins and rums increased by 5¢. More expensive Canadian and imported spirits were generally increased about 55¢ per bottle. Canadian wine was increased between 10¢ and 20¢ per bottle while popularly priced French and German wines were decreased between 10¢ and 30¢ per bottle.

Domestic beer increased in price twice in fiscal 1985. On April 16, 1984, beer was increased 45¢ per dozen due to an increase in the price of beer paid by the Commission to the brewers. On October 1, 1984, a further increase of 15¢ per dozen reflected the aforementioned indexing of the federal excise tax and the increase in the federal sales tax rate.

The Liquor Commission completed a new method of allocating freight costs to imported product that provided for a better match of actual freight cost to product.

A fully automated brand pricing system was implemented during the year to replace the old manual system. The efficiency and timeliness of this system allowed the Commission to introduce a new monthly trade price list. This ensures that all trade customers (liquor stores, liquor vendors and licensees) will have an up-to-date catalogue of all products and prices.

Special Orders

During the year, the Commission placed heavy emphasis on our special order customers. To encourage sales in this important and growing market segment, the

Commission improved customer service and eliminated the 5% special order mark-up charge.

Distribution

A new computerized beer distribution system was instituted in February 1985 to improve the processing of data and management information. In addition, Associated Beer Distributors expanded its Winnipeg warehouse operation and opened a new satellite warehouse in Brandon.

The Commission continued its plan of effective inventory control while still maintaining a high level of customer service. As a result, average monthly warehouse inventory volume was reduced by 7% from the previous year for a total reduction of over 25% from 1983 when the new purchasing controls were introduced.

Total warehouse throughput for spirits, wine and imported beer increased by 2.4% to 3,421,265 cases during the year.

One electric pallet truck and a bottle crushing machine were purchased for the warehouse.

The Commission's phone-in service was expanded to include several liquor vendors and licensees along with three rural liquor stores.

LICENCES & PERMITS

The Licences & Permits Division continued several successful programs initiated in fiscal 1984. Staff continued to meet with new licensees to familiarize them with pertinent provisions of The Liquor Control Act, regulations and policies. The availability of the Manitoba photo identification card was expanded through the introduction of a mail-in program. Manitoba colleges and universities, as well as licensed establishments were attended by Division personnel to further expand the availability of the photo identification cards.

Meetings were held between members of the Division and the Manitoba Hotel Association, Manitoba Restaurant and Food Services Association and the Canadian Society of Club Managers. As well, the Division participated in informal exchanges of information with the Manitoba Organization of Festivals & Events and the Community Folk Art Council of Winnipeg.

In June 1984, several significant amendments to The Liquor Control Act were introduced. One of the amendments provided for the licensing of a brewery within a licensed establishment allowing an operator to brew beer for sale and consumption on-premise in his or her licensed establishment. In July 1984, the first licensee brewery in Manitoba opened at the Niakwa Travelodge.

Amendments to
The Liquor Control Act,
Regulations and Commission Policy

The Liquor Control Act

- The requirement that the Public Utilities Board approve the wholesale price of beer to the brewers was deleted. The price negotiated between the brewers and the Commission is now final.

- The discriminatory clause permitting only Canadian citizens to apply for liquor licences was removed.

- A licensee brewery may be licensed to brew beer for sale and consumption on his or her licensed premises.

- The "supper hour closing" which required beverage room and beer parlour licensees to close between 6:30 p.m. and 7:30 p.m. was deleted.

• The liquor to food ratio was amended to allow liquor sales up to 60% of total food and liquor revenue in dining rooms, dining rooms/cocktail rooms and restaurants.

• The Board of Commissioners now has the power to warn licensees, in addition to suspending or cancelling their licences for not maintaining the food to liquor ratio.

• The right of inspectors and constables to enter premises and search and seize liquor without a warrant was removed. This provision was replaced by a section which allows inspectors and constables to conduct inspections of premises which have been issued a licence or permit.

Regulations

There were no amendments to The Liquor Control Act regulations filed in fiscal 1985.

Commission Policy

Significant policy changes made during the year were:

• Beverage room licensees were allowed to have specialty spirits drinks on their menus provided that the drinks are simple cocktails only.

• The cabaret policy was amended to require that operators maintain an 85/15 liquor to food ratio and hire live entertainment for a minimum of four hours each evening.

Liquor Referendums

One municipality presented a by-law to its electors for approval of the issuance of new classes of licence within their municipality. The result was:

• The Village of Minitonas approved a by-law for dining room liquor and cocktail room licences.

Occasional Permits

The Division continued to advise store employees and liquor vendors of ongoing requirements with regard to acceptance of applications for occasional permits.

Interdiction and Prohibition Orders

	Number In Effect March 31, 1984	Issued	Rescinded	Number In Effect March 31, 1985
Interdictions	696	45	6	735
Prohibitions	27	37	39	25

Board of Commissioners

The Board of Commissioners held 16 public disciplinary hearings during the year to deal with 24 infractions under The Liquor Control Act and regulations. Disciplinary action taken by the Commission is included in the Inspection and Control section of this report.

Licensing Board

During fiscal 1985, the Licensing Board held 12 regular meetings and one annual meeting, all of which were open to the public.

Licence applications considered by the Board during the year included:

- 116 applications related to conversion to other types of licences and the extension of licensed areas;

- 96 applications related to premises not previously licensed;

- 88 applications related to the purchase of existing hotels or restaurants;

- 38 applications dealt with changes in ownership of shares of a corporation operating licensed premises.

Also considered were:

- 16 applications related to obtaining an additional licence;

- 4 applications related to the formation of a new company or partnership;

- 33 applications related to various miscellaneous licensing matters.

Licence changes during the year are listed below:

Type of Licence	Number in Effect March 31, 1984	Issued New	Not renewed or Terminated	Number in Effect March 31, 1985
Hotel Registration	335	6*	5	336
Beer Vendor	303	4	3	304
Beer Parlour	4	Nil	Nil	4
Restaurant Beer & Wine	268	24	26	266
Restaurant Wine	28	1	11	18
Beverage Room	297	3	2	298
Dining Room Liquor	482	77	30	529
Cocktail Room	228	38	19	247
Cabaret	10	4	1	13
Special Events	12	Nil	Nil	12
Club Beer	4	Nil	Nil	4
Club Beverage Room	48	6	6	48
Club Dining Room	2	1	Nil	3
Club Cocktail Room	111	8	Nil	119
Military Canteen	63	1	1	63
Brewers Retail	2	Nil	Nil	2
Sacramental Wine Vendor	5	1	Nil	6
Brewer	8	4	Nil	12
Distiller	27	Nil	Nil	27
Winery	22	1	Nil	23
Hunting or Fishing Lodge	8	2	1	9
Totals	2,267	181	105	2,343

* 5 new hotels were constructed; 2 of these being replacement hotels.

Number of Establishments Licensed for On-Premise Consumption as at March 31, 1985:
(these figures result from the net of new openings and closings)

	1984	1985
*Hotels	333	334
*Private Sports & Fraternal Clubs	163	171
Military Messes	63	63
*Restaurants	425	457
Cabarets	5	7
*Railway (Dining & Lounge Cars)	1	1
*Airlines (Aircraft & Airport Hospitality Rooms)	6	5
Excursion Boats	4	5
Nursing Homes	12	15
*Special Events	12	12
Hunting or Fishing Lodges	8	9
	1,032	1,079

* May hold more than one class of licence.

Licensed Food & Beverage Establishments

The Liquor Control Commission concerns itself essentially with that major segment of the hospitality industry which is licensed to serve beverage alcohol. In fiscal 1985 investment in new hotels and restaurants was $8.6 million compared with approximately $13.3 million in the year preceding.

Hotels

Over the past five years, 16 new hotels (three replacing existing hotels), have been constructed in the province at a total investment of $26.6 million. As well, approximately $23.0 million has been spent on refurbishing existing licensed hotels. There were 336 hotels in the province at the end of the fiscal year. The growth in additional services and accommodation over the past 5 years is as follows:

Fiscal Year	No. of New Hotels	Guest Rooms	No. of Banquet Rooms	No. of Licensed Dining Areas	No. of Cocktail Rooms	No. of Beverage Rooms	Total Investment Construction & Furnishings ($000)
1981	6	327	6 (643)	6 (691)	4 (234)	3 (432)	14,600
1982	1	6	Nil	1 (25)	Nil	1 (132)	400
1983	2	73	2 (601)	5 (307)	1 (75)	Nil	5,300
1984	2	45	Nil	2 (167)	1 (60)	2 (396)	3,400
1985	5	55	Nil	5 (345)	1 (47)	4 (598)	2,900

Figures in parentheses () show total seating capacities.

Restaurants

During the past five years, $35.1 million was invested in 288 new restaurants, cocktail rooms and 6 cabarets.

In addition, $19.3 million was invested in refurbishing licensed restaurants. There were 457 restaurants and 13 cabarets (8 not associated with hotels) in the province at the end of the fiscal year.

Additional establishments and services have been provided each year as follows:

Fiscal Year	Total No. of New Establishments	* No. of New Restaurants	No. of New Dining Rooms	No. of New Cocktail Rooms (Incl.with Dining Rooms)	No. of New Cabarets	Investment Construction & Furnishings ($000)
1981	51	24 (1847)	26 (3761)	10	1 (292)	8,400
1982	45	16 (1492)	29 (3532)	11	Nil	6,300
1983	53	21 (1444)	31 (3331)	12	1 (231)	4,800
1984	69	26 (1270)	42 (5339)	20	1 (254)	9,900
1985	76	25 (1077)	52 (4192)	18	3 (985)	5,700

Figures in parentheses () show total seating capacities.

*Do not serve spirits

NOTE: — Cocktail Room Licences are issued only for premises that hold a Dining Room Liquor Licence.

Sale of Food and Liquor in Licensed Dining Rooms, Cocktail Rooms, Restaurants & Cabarets

The aggregate provincial sales for fiscal 1985 from food and liquor sold by the 826 licensed establishments required to provide dining facilities and maintain an appropriate food to liquor ratio, was $259,689,000.

Of this total, $193,641,000 (74.6%) was attributed to the sale of food and $66,048,000 (25.4%) to the sale of liquor.

Details of the food to liquor ratio for the past five years are as follows:

Fiscal Year	Number of Establishments	Food ($000)	%	Liquor ($000)	%	Total ($000)
1981	662	140,762	76.2	43,919	23.8	184,681
1982	711	146,408	74.7	49,574	25.3	195,982
1983	735	154,079	73.9	54,414	26.1	208,493
1984	780	175,101	74.3	60,667	25.7	235,768
1985	826	193,641	74.6	66,048	25.4	259,689

Note: Most establishments have more than one class of licence.

INSPECTION AND CONTROL

The Chief Inspector's Division acts in an advisory role through daily contact with licensees to assist and promote operational standards and the prevention of breaches of The Liquor Control Act, its regulations and Commission policy. Although emphasis is placed on the advisory role, traditional control and enforcement programs are maintained. Routine inspections involving licensed premises, banquet halls, occasional permit functions and new applications are carried out on a daily basis.

In addition to routine and special investigations, inspectors attended all zone meetings of the Manitoba Hotel Association, conducted staff lectures in licensed premises and addressed meetings of various community organizations and students.

The Division continues to participate with the Royal Canadian Mounted Police in their "Walk Through Program" in rural area licensed premises.

Disciplinary Action

The following disciplinary action was taken against licensees and permittees with comparative figures shown for the previous fiscal year.

Licensees	**1984**	1983
Caution Letters	4	
Warning Letters	33	
Formal Counselling	14	
Disciplinary Hearings	16	
Suspensions	8	
Total Days Suspended	16	
Permittees		
Suspension of Privileges	4	
Warnings	16	

Inspections/Investigations

The current and prior fiscal year's inspections and investigations are as follows:

Type of Inspection	1984	1985
Hotels	3,550	
Beer Parlours	74	
Restaurant Beer & Wine	3,496	
Restaurant Wine	223	
Beverage Rooms	6,042	
Dining Rooms	4,696	
Cocktail Rooms	2,967	
Cabarets	197	
Special Events (Performances, Conventions, Exhibitions, etc.)	90	
Clubs (Beer Parlour)	6	
Clubs (Beverage Room)	247	
Clubs (Dining Room)	5	
Clubs (Cocktail Room)	859	
Beer Vendors	5,790	
Sacramental Wine Vendors Stock and Premises Inspections	6	
Hunting or Fishing Lodges	—	
*Occasional Permit Functions	2,204	
Banquet Halls	167	
	30,619	

* The Commission issued 27,236 occasional permits during fiscal 1985, an increase of 214 over the previous year.

Type of Investigation	1984	1985
** Occasional Permits (Prior to Issue)	1,889	
Interdiction Orders Personally Served	4	
Notices of Intention to Apply for Licence	165	
Final Inspections for New Licences and Extension of Existing Licences	138	
General Investigations and Complaints	1,497	
	3,693	

** Seven hundred and twenty applications were cancelled or withdrawn when investigation revealed these applicants did not comply with specific Sections of The Liquor Control Act, its regulations and Commission policies.

Prosecutions Under The Liquor Control Act

Prosecutions in Manitoba by the Attorney-General's Department under The Liquor Control Act for the fiscal years 1981-1985 are as follows:

Convictions and total fines imposed:

	1981	1982	1983	1984	1985
Number	9,941	10,214	9,915	9,598	[illegible]
Amount	$418,535	$447,758	$580,817	$575,559	[illegible]

The number of convictions for Informations sworn by City of Winnipeg Police was 1,079 resulting in fines totalling..... [illegible]

The number of convictions for Informations sworn by the R.C.M.P. and rural Police was 7,399 resulting in fines totalling ..... [illegible]

Number of persons convicted in Manitoba:

	1981	1982	1983	1984	1985
— sentenced to jail without option of a fine.....	44	50	27	110	[illegible]
— given suspended sentence	3	1	1	3	[illegible]
— placed on probation.....	2	10	4	13	[illegible]
— reprimanded	78	66	80	111	[illegible]

The above data was compiled from offence notice reports received from the Royal Canadian Mounted Police, the City of Winnipeg Police and rural Police.

A.L.E.R.T. Program

The results of the City of Winnipeg Police A.L.E.R.T. Program for 1983 and 1984 are as follows:

	1983	1984
Vehicles stopped.....	11,699	[illegible]
Drivers tested.....	399	[illegible]
* Drivers passed.....	—	[illegible]
Drivers suspended for six hours	76	[illegible]
* Drivers suspended for twelve hours.....	—	[illegible]
** Drivers charged with impaired driving (over .08%)...	93	[illegible]
Drivers refused breathalyzer.....	9	[illegible]

* New category implemented in 1984.

** Drivers charged with impaired driving are not necessarily as a result of the A.L.E.R.T. program testing.

This data was compiled by and received from the City of Winnipeg Police. In 1984, the program was held between December 1, 1984 and January 8, 1985.

INTERNAL AUDIT AND SECURITY

Internal Audit

Although there were no major changes in the traditional audit functions, the department has provided increased technical and advisory support to management for various Commission activities. Audit responsibilities over financial audits, operational systems and controls and compliance with policies and procedures continued in both retail liquor stores and Head Office departments. In addition, Internal Audit reviewed certain external entities for controls over production and distribution.

Security

Security and controls were improved to ensure Commission assets are properly safeguarded. During the year, security alarm systems in Winnipeg stores were upgraded, protective lexan glass installed in two more stores, hold-up alarms were installed in all city stores and new security identification cards issued.

Meetings with store managers to review security and control procedures emphasized proper analysis of store loss levels and contributing factors. Security and loss prevention was a major topic at the Managers' Conference which highlighted necessary control and review procedures.

Security awareness was enhanced throughout the year by an in-house presentation on the subject along with external seminars on fraud and crime.

FINANCE

Financial Information: Fiscal 1985

In fiscal 1985, liquor sales increased by $22,878,106 (7.5%) and gross profit by $8,180,486 (5.8%). Income from licence fees and other sources increased by $446,870 (6.4%). General and administrative expenses increased by $695,288 (3.6%) and fixed assets charged to operations increased by $63,160 (7.1%).

The resulting net profit increased by $7,868,908 (6.1%) to $135,971,515 which was paid over to the province's Revenue Division of the Consolidated Fund. In addition to the net profit, the Commission also remitted Manitoba Retail Sales Tax of $19,999,567 to the Province of Manitoba.

Included in the cost of goods sold by The Manitoba Liquor Control Commission is $44,165,029 paid to the Government of Canada as Customs and Excise Taxes and Duties and Sales Tax in respect of spirits, wine and imported beer.

Excise Duty and Sales Tax on domestic beer are paid by the breweries directly to the Government of Canada based on production.

The Commission continued to progress through its 5-Year Systems Development Plan (fiscal 1982 through fiscal 1986) with an automated accounts payable system being implemented May 1, 1984.

In addition to the current expansion of word processing capabilities in all departments, two personal computers were purchased for the Commission's two main operating divisions, Retail Operations and Purchasing & Distribution.

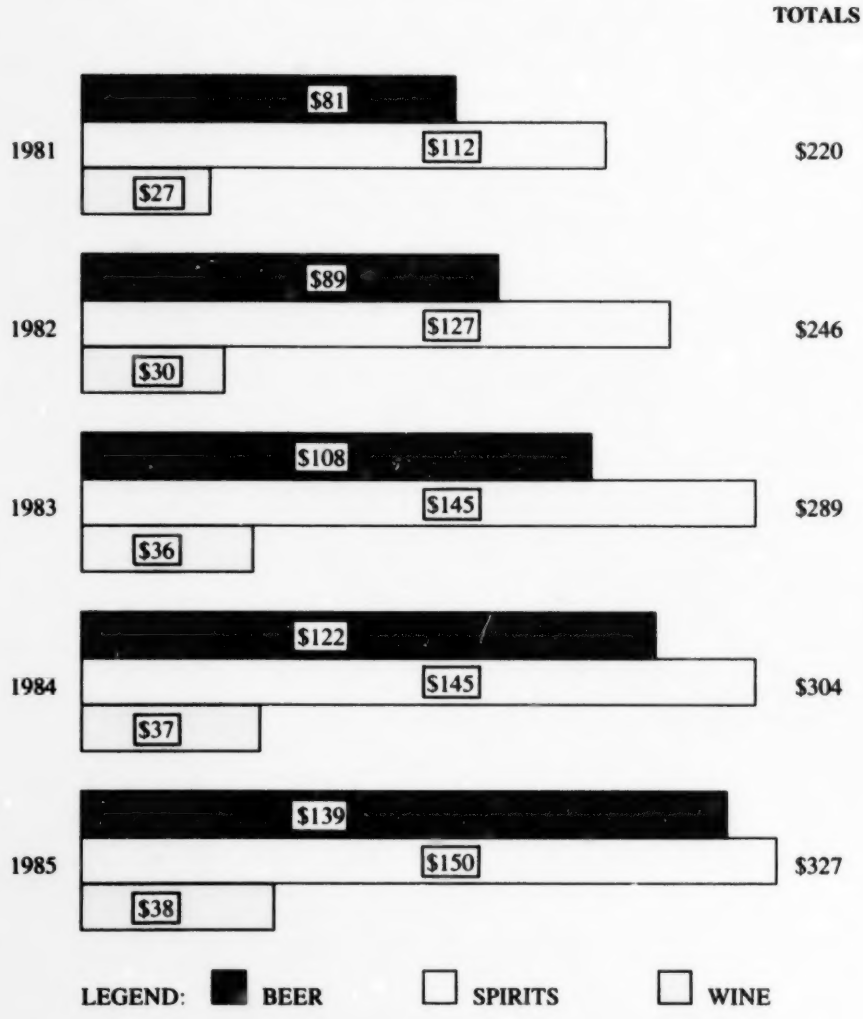
Profit and Expense Ratios in Fiscal Years Ended March 31 ($000's)

	1981	1982	1983	1984	1985
Sales	$219,778	$245,576	$288,819	$303,939	
Gross Profit	90,035	101,650	131,725	141,511	
Net Profit	81,634	91,229	118,646	128,103	
General and Administrative Expenses	13,591	15,446	17,873	19,510	
Fixed Assets Charged to Operations	349	977	1,264	889	
Gross Profit as % of Sales	40.97%	41.39%	45.61%	46.56%	
Net Profit as % of Sales	37.14%	37.15%	41.08%	42.15%	
General and Administrative Expenses as % of Sales	6.18%	6.29%	6.19%	6.42%	
Fixed Assets Charged to Operations as % of Sales	.16%	.40%	.44%	.29%	

Note: Domestic beer container deposits are reflected through balance sheet accounts and are not included in sales.

RETAIL VALUE OF LIQUOR SOLD IN MANITOBA

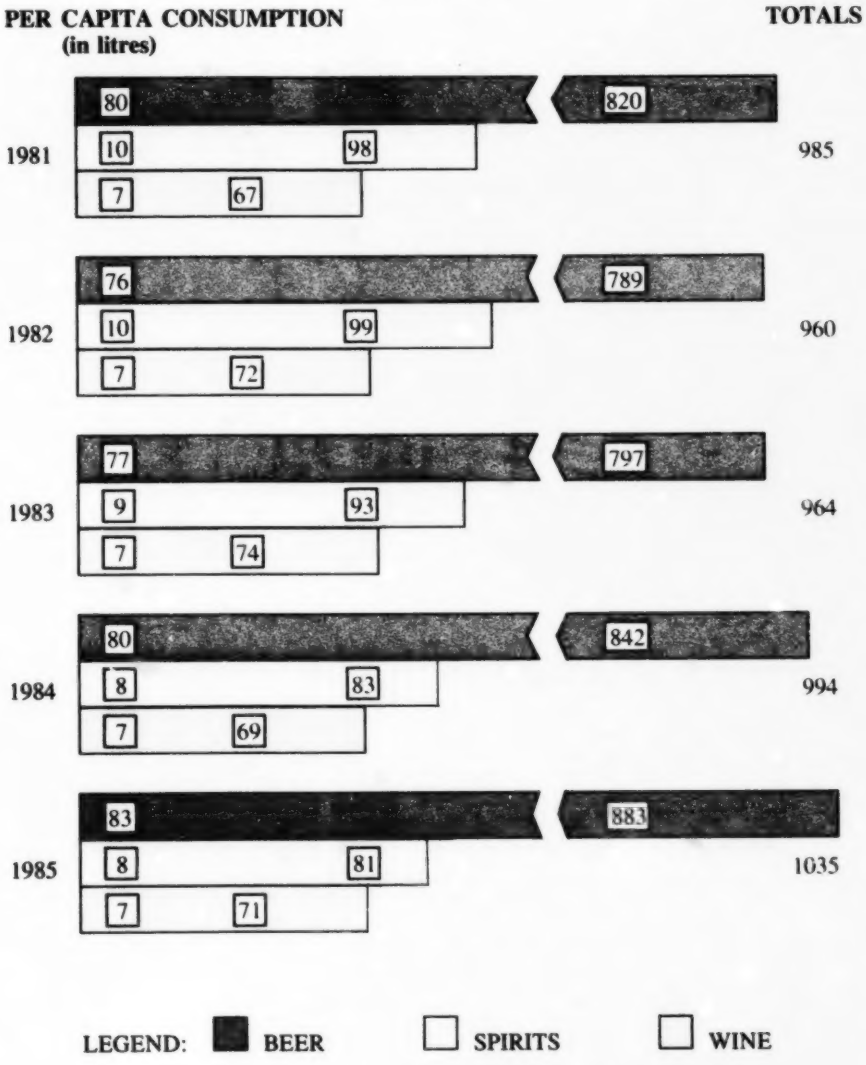
(in millions)



Note: Manitoba Retail Sales Tax collected by the Commission is not included above. During fiscal 1985, the Commission remitted $20 (1984 - $19) to the Province of Manitoba.

VOLUME OF LIQUOR SOLD IN MANITOBA

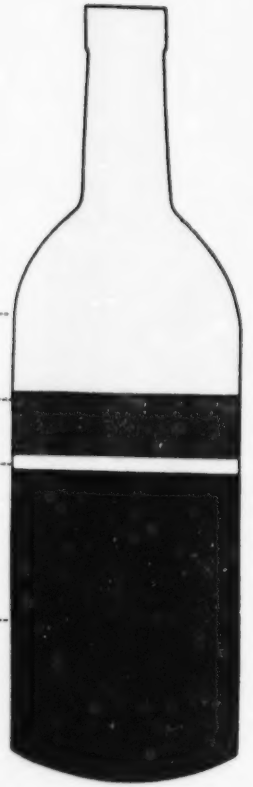
(000's hectolitres)



Note: The Manitoba population of 1,062,100 for fiscal 1985 was based on Statistics Canada's preliminary estimate of October 1, 1984.

1985

SOURCES OF REVENUE



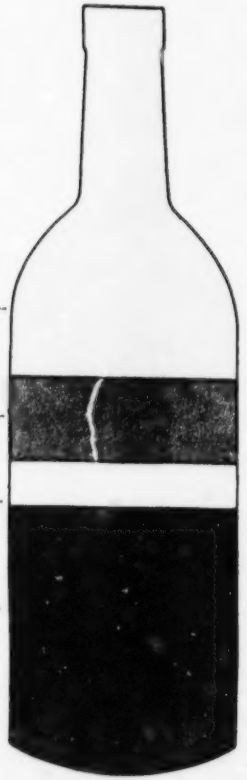
Liquor Sales to Licensees — 46.4% (1984 - 43.9%)

Liquor Sales to Liquor Vendors — 8.3% (1984 - 8.6%)

Fees and Other Revenue — 2.2% (1984 - 2.2%)

Liquor Sales Through Stores — 43.1% (1984 - 45.3%)

DISTRIBUTION OF REVENUE



Suppliers and Freight — 39.8% (1984 - 39.3%)

Government of Canada Customs, Excise and Federal Sales Tax — 13.2% (1984 - 13.0%)

General, Administrative and Fixed Asset Expenses — 6.3% (1984 - 6.5%)

Province of Manitoba — 40.7% (1984 - 41.2%)

Manitoba
Provincial Auditor

THE LIQUOR CONTROL COMMISSION
REPORT OF THE PROVINCIAL AUDITOR'S OFFICE

We have examined the balance sheet of The Liquor Control Commission as at March 31, 1985 and the statements of profit and loss and cash flow and the schedule of sales, cost of sales and gross profit for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as we considered necessary in the circumstances.

In our opinion, these financial statements present fairly the financial position of the Commission as at March 31, 1985 and the results of its operations and its cash flow for the year then ended in accordance with accounting principles as disclosed in note 1 applied on a basis consistent with that of the preceding year.

F. H. Jackson, C.A.,
Provincial Auditor.

June 18, 1985,
Winnipeg, Manitoba.

GOVERNMENT OF THE PROVINCE OF MANITOBA
THE LIQUOR CONTROL COMMISSION

STATEMENT OF PROFIT AND LOSS
FOR THE YEAR ENDED MARCH 31, 1985
($000's)

	1985	1984
Sales:		
Stores and liquor vendors (Note 3)	[illegible]	$167,512
Licensees	[illegible]	136,427
	[illegible]	303,939
Cost of Sales:		
Stores, liquor vendors, licensees	[illegible]	88,294
Beer purchases for licensees	[illegible]	74,134
	[illegible]	162,428
Gross profit	[illegible]	141,511
Other income (Note 4)	[illegible]	6,991
	[illegible]	148,502
General and Administrative Expenses:		
Salaries and benefits	[illegible]	12,011
Superannuation	[illegible]	718
Alterations, maintenance and repairs	[illegible]	406
Audit, legal and other professional fees	[illegible]	130
Cleaning and caretaking	[illegible]	417
Corporation capital tax	[illegible]	10
Delivery charges	[illegible]	918
Equipment rentals (Note 6)	[illegible]	312
Grants in lieu of taxes	[illegible]	446
Health and post secondary education tax levy	[illegible]	185
Informational programs	[illegible]	132
Insurance	[illegible]	12
Leased premises—rentals (Note 6)	[illegible]	1,562
Light, heat, power and water	[illegible]	211
Photo ID program	[illegible]	11
Printing, postage and stationery	[illegible]	244
Protective services	[illegible]	136
Staff training	[illegible]	42
Telephones	[illegible]	106
Travelling	[illegible]	71
Wrapping supplies	[illegible]	276
Miscellaneous	[illegible]	90
Chief Inspector's Division:		
Salaries and benefits	[illegible]	787
Operating expenses	[illegible]	182
Board of Commissioners—salaries and expenses	[illegible]	51
Licensing Board—salaries and expenses	[illegible]	44
	[illegible]	19,510
Operating profit before fixed assets charged to operations	[illegible]	128,992
Fixed assets charged to operations (Notes 1 and 5)	[illegible]	889
Net profit paid or payable to the Province of Manitoba	[illegible]	$128,103

GOVERNMENT OF THE PROVINCE OF MANITOBA

THE LIQUOR CONTROL COMMISSION

BALANCE SHEET
AS AT MARCH 31, 1985
($000's)

ASSETS

	1985	1984
Current Assets:		
Cash on hand and in banks	$ 3,503	$ 2,442
Accounts receivable—claims and other	408	368
Inventory (Note 2)	13,070	11,469
Prepaid expenses and supplies	268	247
	17,249	14,526
Construction in progress (Note 1)		52
	$17,249	$14,578

LIABILITIES

Current Liabilities:		
Net profit payable to the Province of Manitoba	$ 3,472	$ 2,803
Accounts payable—trade and other	7,503	5,645
Manitoba Retail Sales Tax payable	1,464	1,414
Deferred licence fees	220	216
	12,749	10,078
Non-interest bearing working capital advance provided by the Province of Manitoba	4,500	4,500
	$17,249	$14,578

APPROVED ON BEHALF OF THE COMMISSION:

Chairman

General Manager and
Chief Executive Officer

Assistant General Manager,
Finance and Administration

GOVERNMENT OF THE PROVINCE OF MANITOBA

THE LIQUOR CONTROL COMMISSION

SCHEDULE OF SALES, COST OF SALES AND GROSS PROFIT
FOR THE YEAR ENDED MARCH 31, 1985
($000's)

	Spirits	Wine	Beer	Total
Sales:				
Stores and liquor vendors	$126,846	$ 31,575	$ 13,390	$171,811
Licensees	23,009	6,889	125,108	155,006
Total Sales for 1985	$149,855	$ 38,464	$138,498	$326,817
Total Sales for 1984	$145,139	$ 37,246	$121,554	$303,939
Cost of Sales:				
Stores, liquor vendors, licensees	$ 64,887	$ 19,422	$ 7,722	$ 92,031
Beer purchases for licensees	—	—	85,094	85,094
Total Cost of Sales for 1985	$ 64,887	$ 19,422	$ 92,816	$177,125
Total Cost of Sales for 1984	$ 62,546	$ 18,583	$ 81,299	$162,428
Gross Profit for 1985	$ 84,968	$ 19,042	$ 45,682	$149,692
Gross Profit for 1984	$ 82,593	$ 18,663	$ 40,255	$141,511
Gross Profit as a Percentage of Sales for 1985	56.7	49.5	33.0	45.8
Gross Profit as a Percentage of Sales for 1984	56.9	50.1	33.1	46.6

GOVERNMENT OF THE PROVINCE OF MANITOBA

THE LIQUOR CONTROL COMMISSION

STATEMENT OF CASH FLOW
FOR THE YEAR ENDED MARCH 31, 1985
($000's)

	1985	1984
Cash Receipts:		
Sales—spirits, wine, beer	[illegible]	$303,939
Annual and supplementary licence fees and other	[illegible]	6,829
Manitoba Retail Sales Tax	[illegible]	19,446
	[illegible]	330,214
Cash Disbursements:		
Purchases—merchandise, federal duty, excise and sales taxes, etc.	[illegible]	160,017
General and administrative expenses	[illegible]	19,411
Fixed assets charged to operations	[illegible]	700
Manitoba Retail Sales Tax	[illegible]	19,490
	[illegible]	199,618
Net cash available for transfer	[illegible]	130,596
Transfers to Minister of Finance:		
Current year profit	[illegible]	125,300
Prior year profit	[illegible]	4,646
	[illegible]	129,946
Excess of receipts over disbursements/transfers	[illegible]	$ 650
Represented by increase in cash in bank:		
Cash on hand and in bank April 1	[illegible]	$ 1,792
Add excess of receipts over disbursements/transfers	[illegible]	650
Cash on hand and in bank March 31	[illegible]	$ 2,442

GOVERNMENT OF THE PROVINCE OF MANITOBA

THE LIQUOR CONTROL COMMISSION

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 1985
($000's)

1. ACCOUNTING POLICIES

The Commission follows generally accepted accounting principles with the following modifications:

a. **Fixed Assets**

Fixed assets are charged to operations in the year acquired.

b. **Pensions**

In accordance with the provisions of the Manitoba Civil Service Superannuation Act, the Commission contributes 50% of the pension disbursements made to retired employees. Such payments are charged to operations as incurred and provision is not made in the accounts to fund current or past service obligations to the Superannuation fund. On the basis of an actuarial report, the unfunded liability for the Commission's employees amounted to $12,074 as at December 31, 1984 (1983—$11,114).

2. INVENTORY AT COST

Inventory is composed of:

	1985	1984
In bond merchandise	[illegible]	$ 6,505
Duty paid merchandise	[illegible]	4,964
	[illegible]	$ 11,469

The amount of unpaid Customs, Excise duties and Sales tax on owned merchandise held in bond was approximately $4,118 at March 31, 1985 (1984—$4,012).

3. SALES—STORES AND LIQUOR VENDORS

	1985	1984
Sales to liquor vendors	[illegible]	$ 29,033
Volume discounts	[illegible]	(2,262)
	[illegible]	26,771
Store sales	[illegible]	140,741
	[illegible]	$167,512

4. OTHER INCOME

	1984
Supplementary licence fees:	
Licensees	$ 3,355
Brewers	2,287
Miscellaneous	518
Occasional permits, etc.	344
Annual licence fees	216
Commission for collecting Manitoba Retail Sales Tax	197
Licence application fees	15
Disposal of fixed assets	59
	$ 6,991

5. FIXED ASSETS

	1984
Fixed assets charged to operations:	
Equipment and furnishings	$ 292
Leasehold improvements	88
Land and buildings	278
Automobiles	30
Systems development	201
	$ 889
Included in the above is the cost of fixed assets purchased for the Chief Inspector's Division	$ 50

6. LONG-TERM LEASES

a. The Commission owns 12 stores and leases 37 others. Leases have expiry dates ranging from 1985 to 2002.

The future minimum lease payments for each of the next five years are as follows:

Year Ending March 31	
1986	$1,102
1987	1,093
1988	1,099
1989	1,045
1990	936

b. The Commission leases Hewlett-Packard and Sperry Univac computer equipment. The lease on the Sperry Univac computer equipment expires July 31, 1985, while the lease on the Hewlett-Packard computer equipment expires February 28, 1987.

The future minimum lease payments for each of the years to the expiry of the contracts are as follows:

Year Ending March 31	
1986	$204
1987	153

7. MANITOBA RETAIL SALES TAX

In addition to the net profit of $135,972, the Commission remitted Manitoba Retail Sales Tax of $20,000 (1984-$19,490).

8. COMPARATIVE FIGURES

Prior year's comparative figures have been restated to conform to the classifications adopted for the fiscal year ended March 31, 1985.

APPENDIX I

LIQUOR STORES

Of the 49 Commission operated liquor stores, **42 SELF-SERVE** stores (2 more than in the prior year) were in operation at the following locations:

In the City of Winnipeg

St. James-Assiniboia—Charleswood

Unicity Fashion Square, 3605 Portage Avenue
Portage & Ainslie
Polo Park Shopping Centre
Charleswood, 4910 Roblin Boulevard

St. Boniface—St. Vital

Dominion Shopping Centre
St. Vital, 107 Niakwa Rd.
Dakota Park Plaza

Winnipeg Centre

Hargrave & Ellice
Main & Market
Portage & Burnell

North/West Kildonan

Main & Manitoba
Northgate Shopping Centre
Main & Jefferson
Tyndall Market Mall

Winnipeg South

River & Osborne
*Grant Park Plaza Shopping Centre
Fort Garry, 1737 Pembina Highway

East Kildonan

Regent Park Shopping Centre
Northdale Shopping Centre
Eastwinds Shopping Centre

* Contains Fine Wines Boutique

Outside the City of Winnipeg

Beausejour
Brandon, 10th & Victoria Avenue
Brandon, Brandon Shoppers Mall
Carman
Churchill
Dauphin
Flin Flon
Gimli
Lac du Bonnet
Minnedosa
Morden
Neepawa
Pine Falls
Portage La Prairie
Roblin
Russell
Selkirk
Souris
Swan River
The Pas
Thompson
Virden

7 CONVENTIONAL stores (2 less than in the prior year) were in operation in the following rural locations:

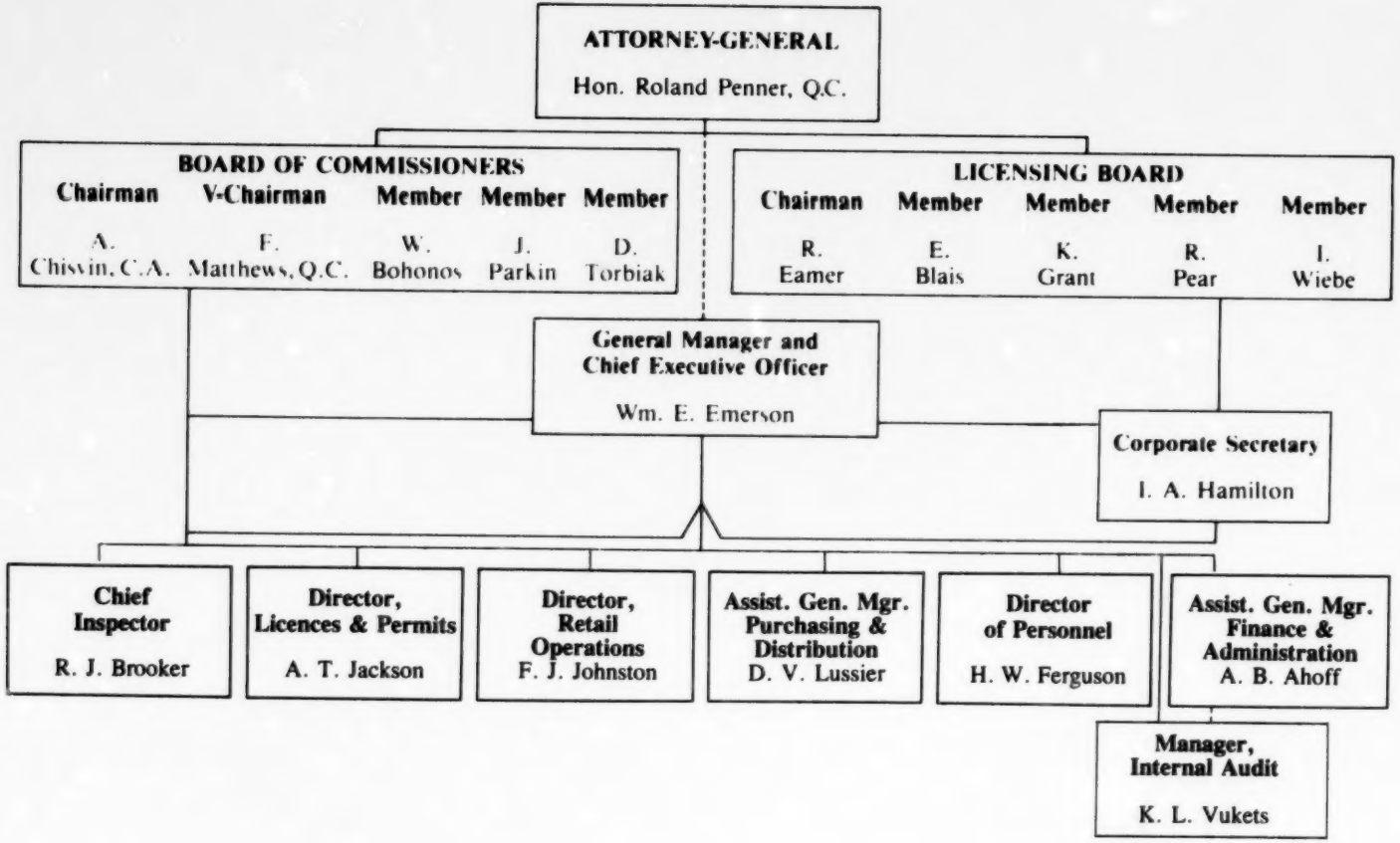
Fisher Branch
Killarney
Melita
Morris
St. Pierre Jolys
Rivers
Winnipegosis

APPENDIX II

168 LIQUOR VENDORS (68 SELF-SERVE)

ALEXANDER ..... Klassen's Food Mart Ltd.
ALONSA ..... Fashoway Cafe & Confectionery
ALTONA ..... Braun Drug Co. Ltd.
AMARANTH ..... A.E. Starr Co. Ltd.
ANGUSVILLE ..... John's Hardware
ANOLA ..... Garven Foods Payfair No. 27
ARBORG ..... Arborg Pharmacy
ARGYLE ..... Brindley's General Store
ASHERN ..... Ashern Pharmacy
AUSTIN ..... Jones' Solo Store
BALDUR ..... Baldur Variety Store
BELMONT ..... Belmont Allied Hardware
BENITO ..... Demchuk's Drug Store Ltd.
BINSCARTH ..... J & J Grocery & Meats
BIRCH RIVER ..... Birch River Sporting Goods
BIRD RIVER ..... Tall Timber Lodge
BIRDS HILL ..... Birds Hill Store
BIRTLE ..... Birtle Pharmacy
BISSETT ..... Bissett Variety Shop
BOISSEVAIN ..... Houston & Son Co. Ltd.
CAMPERVILLE .. Clarkson's Grocery Corporation
CARBERRY ..... Stevenson Tom Boy
CARTWRIGHT ..... Cartwright Health Centre
CLANDEBOYE ..... Clandeboye Store
CRANBERRY PORTAGE ..... Streamer Hardware
CYPRESS RIVER ..... Anderson's Solo Store
DELORAINE ..... Clelland's Men's Wear
DOMINION CITY ..... BJ's Variety Store
DUGALD ..... Dugald Convenience Store
DUNREA ..... Dunrea Solo Store
ELGIN ..... R & G Repairs
ELIE ..... Elie Grocery Store
ELKHORN ..... Elkhorn Drugs
ELM CREEK ..... Rose's Grocery
ELMA ..... Lycar Holdings Ltd.
ELPHINSTONE ..... Gerrard's Department Store
EMERSON ..... Sawatzky Bros. Ltd.
ERICKSON ..... Earley's Pharmacy
ERIKSDALE ..... Lucky Dollar Foods
ETHELBERT ..... Lucky Dollar Economy Store
FALCON BEACH ..... Falcon Lake Drugs
FANNYSTELLE ..... Hamel's General Store
FRASERWOOD ..... Welchinski Esso Service
GARSON ..... Garson Grocery Ltd.
GILBERT PLAINS ..... Gilbert Plains Pharmacy
GILLAM ..... Chamdon Enterprises Ltd
GLADSTONE ... Boschman's Gladstone Pharmacy
GLENBORO ..... Glenboro Pharmacy
GLENELLA ..... Atkin's General Store
GLENORA ..... Glenora Hardware
GRAND MARAIS .. Grand Marais Village Store
GRAND RAPIDS .... Grand Rapids Esso Service
GRANDVIEW ..... Grand Plains Home Hardware
GREAT FALLS ..... Shindruk's Self Serve
GYPSUMVILLE ..... Gypsumville Supply
HAMIOTA ..... Hamiota Echo Publications Ltd.
HARTNEY ..... Hartney Variety Store
HAZELRIDGE ..... Hazelridge Foods
HODGSON ..... Skibinski's General Store
HOLLAND ..... Budz Home Hardware
ILE DES CHENES ..... Ile Des Chenes Shopping Centre
INGLIS ..... Inglis Locker Plant
INWOOD ..... J.O. Olsen & Son Ltd.
KELWOOD ..... Cadle's Solo Store
KENTON ..... Kenton Hardware
KOMARNO ..... Mike & Faye's General Store
LA BROQUERIE ..... Chez Rene
LAKE METIGOSHE .... Holiday Hills Grocery
LANGRUTH ..... Langruth Allied Hardware
LA SALLE ..... La Salle Store
LAURIER ..... Verley Bros. General Store
LEAF RAPIDS ..... Leaf Rapids Pharmacy
LETELLIER ..... Gallant's Lucky Dollar
LIBAU ..... Mason's Trading Post
LORETTE ..... Chez Heather Shop
LUNDAR ..... Lundar Pharmacy Ltd.
LYNN LAKE ..... Clarke's Pharmacy
MacGREGOR ..... Lo-Cost Drug Mart Ltd.
MAFEKING ..... Doan's General Store
MANITOU ..... Langseth's Pharmacy Ltd.
MARIAPOLIS ..... Pouseau Solo
McAULEY ..... Bi-Rite Lucky Dollar
McCREARY ..... Reischek's Pharmacy
MIAMI ..... Westaway's Pharmacy
MINIOTA ..... Barrett's Store
MINITONAS ..... Russenholt Enterprises Ltd.
MINTO ..... Community Market
MOOSEHORN ..... Moosehorn Supply
NAPINKA ..... Napinka Grocers
NEWDALE ..... Baker's Hardware
NINETTE ..... Ninette Shopping Centre
NOTRE DAME DE LOURDES ..... Notre Dame Shopping Centre
NOURSE ..... Mozil's Store

OAK RIVER ..... M. & L. Variety
OAKBANK ..... Family Fare
OAKBURN ..... Oakburn Tire Service
OAKVILLE ..... Nicol's General Store Ltd.
ONANOLE ..... Onanole Hardware
PIERSON ..... Phair's Hardware
PILOT MOUND ..... Pilot Mound Lucky Dollar
PINAWA ..... The Bay
PINEIMUTA ..... Canadian Forces Station Gypsumville
PINE RIVER ..... Semeniuk's Groceteria
PINEY ..... BJ's General Store
PIPESTONE ..... Bob's Lucky Dollar
PLUMAS ..... Plumas Solo Store
POINTE DU BOIS ..... Pointe du Bois Supply Co. Ltd.
POPLAR POINT ..... Murray's General Store
POPLARFIELD ..... B & I Food Town
POPLARFIELD ..... Poplarfield Groceteria
RAPID CITY ..... Waldon Insurance Agencies
RENNIE ..... Rennie Grocery & Hardware
RESTON ..... Reston Drugs
RICHER ..... Laurin Centre
RIDGEVILLE ..... Ridgeville Co-operative Community Club
RIVERTON ..... Thorarinson's General Store
ROLAND ..... Roland Foods
RORKETON ..... Pulak's General Store
ROSSBURN ..... L.P.K. Enterprises
ST. ADOLPHE ..... Village Groceries & Meats Inc.
ST. AMBROISE ..... St. Ambroise General Store
ST. CLAUDE ..... St. Claude Florist
ST. EUSTACHE ..... Allard R & L Store
ST. FRANCOIS XAVIER ..... Lakeview Country Store
ST. JEAN BAPTISTE ..... Paul's Food Centre
ST. LAURENT ..... Chartrand's Grocery
ST. LAZARE ..... J.C. & O.J. Létée
ST. MALO ..... St. Malo Co-operative Ltd.
STE. AGATHE ..... Joe's Meats & Groceries
STE. ANNE ..... Ste. Anne Sundries
STE. ROSE DU LAC ..... Ste. Rose Variety Shop
SANDY LAKE ..... Sandy Lake Hardware
SANFORD ..... Sanford Lumber & Building Supplies
SARTO ..... Sarto General Store
SEDDONS CORNER ..... Len's Foods
SEVEN SISTERS ..... Genie's Gifts & Novelties
SHILO ..... BX Shopping Centre
SHILO ..... Crang's Grocery
SHOAL LAKE ..... Henderson's Pharmacy
SIFTON ..... Boguski Grocery
SNOW LAKE ..... The Bay
SOMERSET ..... Lachance Family Centre
SPERLING ..... Sperling Grocery
SPRAGUE ..... Carl's Solo Store
SPRINGFIELD ..... Garven Solo Store
STARBUCK ..... Starbuck Barber Shop
STEAD ..... Lesosky General Store
STONEWALL ..... Stonewall Pharmacy Ltd.
STONY MOUNTAIN ..... Mountainview General Store
STRATHCLAIR ..... Strathclair Consumers Co-op Ltd.
SUNDOWN ..... Eliuk's Solo Store
SWAN LAKE ..... Stevenson's Pharmacy Ltd.
TEULON ..... Duncan Pharmacy Ltd.
TOLSTOI ..... Hall's Val-U Foods
TRAVERSE BAY ..... Traverse Bay Corner Store
TREHERNE ..... Pinder's Pharmacy
VASSAR ..... Cub's Groceries
VITA ..... Crossroads Confectionery
WABOWDEN ..... Lakeside Groceteria Ltd.
WANLESS ..... Forest Grove Meat & Grocery
WARREN ..... Pete's General Store
WASKADA ..... Griffith Agencies
WAWANESA ..... Wawanesa Allied Hardware
WEST HAWK LAKE ..... West Hawk Motel
WHITEMOUTH ..... Whitemouth Sundries
WINNIPEG BEACH ..... McGregor's Drug Store Ltd.
WOODLANDS ..... Stadler's General Store
WOODRIDGE ..... Woodridge General Store


ATTORNEY-GENERAL
Hon. Roland Penner, Q.C.
BOARD OF COMMISSIONERS
Chairman
A. Chissin, C.A.
V-Chairman
F. Matthews, Q.C.
Member
W. Bohonos
Member
J. Parkin
Member
D. Torbiak
LICENSING BOARD
Chairman
R. Eamer
Member
E. Blais
Member
K. Grant
Member
R. Pear
Member
I. Wiebe
General Manager and Chief Executive Officer
Wm. E. Emerson
Corporate Secretary
I. A. Hamilton
Chief Inspector
R. J. Brooker
Director, Licences & Permits
A. T. Jackson
Director, Retail Operations
F. J. Johnston
Assist. Gen. Mgr. Purchasing & Distribution
D. V. Lussier
Director of Personnel
H. W. Ferguson
Assist. Gen. Mgr. Finance & Administration
A. B. Ahoff
Manager, Internal Audit
K. L. Vukets

NOTES